



PROYECTO
ALERTA JOVEN

ENTRENA - Alerta Joven, Annual Report Year 1

**Cooperative Agreement
AID-517-A-12-00002**

**ENTRENA Annual Report
From July 5, 2012 to September 30, 2013**

Prepared for

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ENTRENA, SRL is a company incorporated in the Dominican Republic in 1982 specializing in technical assistance, social development training, and education. For over 30 years, ENTRENA has provided innovative, culturally appropriate and sustainable solutions for a diversity of clients from the private sector, NGOs, governments, and educational institutions. The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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I. EXECUTIVE SUMMARY

The Dominican Republic at Risk Youth Initiative Cooperative Agreement AID-517-A-12-00002 was signed between USAID and Entrena, SRL on July 5, 2012. Branded in Spanish as “Alerta Joven”, the project goal is to create and implement a sustainable, multidisciplinary safety net for at-risk youth (ARY) to prevent crime. The technical approach develops a sustainable framework as a quality product that can positively continue to transform the lives of ARY in the DR, standing by itself financially and technically expanding when USAID support is phased out. The term multi-disciplinary means that services are integrated and overlapping and that one isolated intervention rarely will be effective by itself.

Alerta Joven envisions the safety net as a back-up support network where a young person who may be a first offender, deserted from school, or a teenage mother can come to in “*confianza*” to rediscover hope, and connect with practical solutions and opportunities to improve and move on with their lives. Crime is prevented because conditions of risk are significantly ameliorated when youth have viable alternatives they can access to improve their educational, employability, health, and legal status.

The project has three major results:

1. Youth protection policy is improved in practice
2. Youth opportunities to become productive citizens are improved through integrated interventions in employment insertion or income generation, education, and health.
3. An integrated youth system is developed through a comprehensive web-based information platform.

The following section of this Executive Summary summarizes the major achievements, modifications and resulting impacts and challenges during the first year of Alerta Joven.

1. The Program Description was modified to reduce the target population from 100,000 to 85,000 and restructure the age groups and interventions from 11 to 24. Impact – Importance of employment insertion, income generation, and school re-insertion increased, age groups better defined and easier to track.
2. Pre-award survey determined that Entrena needed further institutional strengthening to comply with financial/management observations. Impact – Entrena has met all pending observations and can now manage the sub-awards portfolio through advances.
3. Implementing Partners – Entrena established sub-awards with the three organizations included in the original proposal – IDDI, ProFamilia, and RTI International. Once the target populations were better defined, a process was established to competitively sub-award in the selected regions. As of this report, all sub-awards have either been signed or are in the process of being signed. Impact – Entrena in its original technical submission proposed working with the “best proven practices” in the DR and identified these practices and organizations. We intend to maintain this commitment where possible. The process of competitive selection will engage more local organizations within the targeted regions but also require increased institutional strengthening. We will have a major challenge in maintaining technical quality in service delivery while simultaneously strengthening many of these organizations at the same time. The estimated total of partners will be 25 with an additional 10 to 15 small grants.
4. M&E and the Web Platform – We want to track each Alerta Joven participant through the life of the project and measure the impact of all interventions. This requires setting the indicators, entering correctly the information, and uploading the web platform to track and update. Most

of these tasks have been completed and we expect the web platform to be fully operational by November 2013. The major challenge will be training and coaching our partners - Dominican organizations are traditionally weak in data collection and evidence based findings.

5. Government, private sector, and sustainability – Networking and support from the Dominican government have been productive and encouraging during year 1. Alerta Joven works in partnership with the Ministry of Economy and Planning but has agreements and working relationships with the majority of agencies, most notably the Ministry of Youth and District Attorney. We are requiring implementing partners to coordinate with the Dominican private sector and will use the small grants funds to work directly with companies. The proposed model for long term sustainability remains unchanged – a co-financing mechanism funded by the government but independently managed.

After one year of experience, Alerta Joven has made an impact on Dominican society and created expectations, particularly in the ability to forge creative solutions to the challenges posed by vulnerable youth, violence and crime. Administratively and financially, Entrena has resolved the unique challenges posed by our condition as a small local for Profit Company managing a large cooperative agreement with no provision for fee or overhead. We have asserted our role as a trusted partner and coordinator with NGOs, government, private sector, international agencies, and civil society. We believe we are a unique model for USAID Forward.

The project has already generated sizeable amounts of information through multiple reports, surveys, agreements, and conferences. But in the end, Alerta Joven is about giving Dominican youth threatened by multiple risks a second chance to get on with their lives and become proud and productive citizens. Without a doubt, the most satisfying results are the testimonials that are starting to emerge:

- ✚ "I would not be the same person I am today without Profamilia. All of my work at Profamilia was a formation and helped me become a better citizen of the Dominican Republic" Johana, Profamilia Educator, North Santo Domingo
- ✚ "I am a leader, and not because someone told me to be, or someone raised me to be, I am a leader because of where I live. I want to live a full, profound life and the knowledge to be a father of formation so that my children can be youth of the future" Winder, Mediator and Multiplicator, IDDI, Santo Domingo National District
- ✚ "If I could pick one word to describe myself in this project, I would pick solidarity because I like to show solidarity with other people so I can give them all that others have given to me. In Alerta Joven, I have potential. I can develop myself and others by giving and sharing the knowledge I have and being an example for other youth" Maria, Profamilia Multiplicator, Las Caritas, Santo Domingo

The remainder of the report provides a detailed insight into the achievements and challenges of Alerta Joven during its first year of operation.

II. DESCRIPTION OF PROGRESS BY RESULTS

IR 1- Youth protection policy improved in practice

The goal of this result is to forge policy as the result of input in consultation with stakeholders including Alerta Joven partners, youth groups and related governmental agencies.

IR 1.1 Youth stakeholders empowered to influence policy decisions

During the initial project phase in August and September 2012, we visited different stakeholders to identify levels of involvement and influence in decisions affecting youth policy. We also attempted to determine the contexts of political agendas and where they were positioned in terms of youth development and at risk youth specifically. During this early stage, we identified disengagement between stakeholders and little knowledge and data of at risk youth in the Dominican Republic.

As a result, Alerta Joven has developed a strategy to connect stakeholders and have common agendas between all. These are the major accomplishments under this result.

- Review of the “Primer Empleo” legislation with the private sector. ANJE (Association of Young Business People) will submit this first time employment bill again in February 2014.
- Creating access for at risk youth to participate in education and vocational training programs at both governmental INFOTEP certified institutes and other private certified centers.

IR 1.2 Implementing agencies understand and comply with youth legal framework



Illustration 1: National Youth Forum/ September 2013

We carried out a complete revision of all laws related with youth including the following: *Ley General de la Juventud (49-00)*, *Ley General de Educación (66-97)*, *Ley General de Salud (42-01)*, *Ley General de Medioambiente (6400)*, *Código del Trabajo (16-92)*, *Código del Menor (136-03)*, *Sistema Nacional de Protección de Niños, Niñas y Adolescentes CONANI (Ley 136-03)* and *Ley General del INFOTEP (116)*.

As result, we determine that the *Ley General de Juventud* was the one that prevailed in term of seniority and relation with the other laws. This law impacts directly with education, health, labor, environment, culture and youth rights.

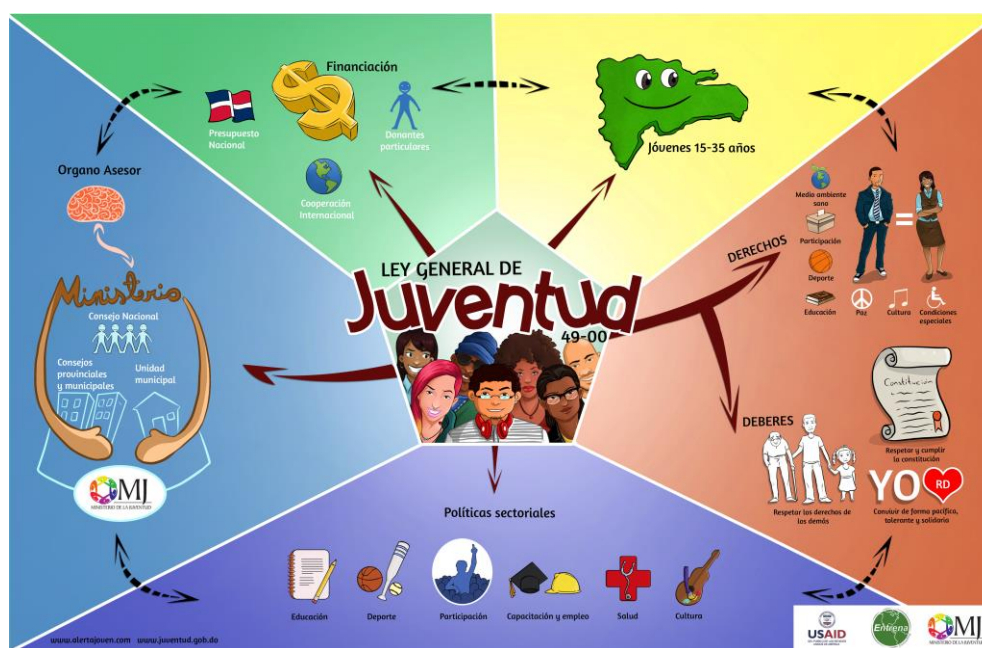
Once the review was finished and in agreement with initial partners IDDI and Profamilia, Alerta Joven initiated direct contact with the Ministry of Youth. The first meeting/working session took place on December 3, 2012.

As a first step, the Ministry of Youth provided Alerta Joven staff with a complete training of the law and the national youth system. We then identified weak areas in which Alerta Joven could assist the Ministry of Youth to become institutionally strengthen through specific actions. These were the following:

- National Youth Law- How to make more friendly user and understandable for youth; design a dissemination plan to facilitate access to it both printed and online by youth.
- Youth Participation-Once the law was revised, including youth to make sure their opinions were taking into account and integrated into the national youth system.
- National Youth Survey- This had been in the plans of the Ministry for 2 years and actions had not been taken due to lack of planning and resources.

A work plan was then developed to accomplish results for each of the above items. Results are as follows:

- National Youth Law: We undertook a revision process and decided to contract out a firm to prepare a didactic guide specifically youth friendly to better facilitate understanding of the law. An open competition was published and we encouraged youth groups to participate. As a result, a group entitled Moro Studio won the service contract and started working with the Alerta Joven/Ministry of Youth team in May, 2013. The guide was published in August and publicly presented in September at the National Youth Forum. The guide also contains a one page mind map that describes in 7 steps the National Youth Law. Alerta Joven trained partner organizations in how to use the guides during the forum and then distributed among this organizations reaching as many beneficiaries as possible. The Ministry of Youth has ordered a second round of printing to access youth in public schools and vocational training centers. The following is an illustration of the mind map:



- Youth Participation: In order to project the law and make sure organizations and youth better understood and therefore be able to comply with it, Alerta Joven and the Ministry of Youth decided to team up and organize the first National Youth Public Policy Forum on September 17 - 18, 2013 in Santo Domingo. A total of 488 youth with national representation attended the event out of which 250 were Alerta Joven direct beneficiaries.



Illustration 2- National Youth Forum/September 2013

During the two day event, participants discussed the law through ten working groups, one for each article under the law: Health, Education, Labor- Self Employment, Culture, Sports and Recreation, Environment, Gender, Special Needs, Participation and Art. As a result of the forum, a document was produced including all suggestions on how to improve the law and focusing on specific issues of priority for Dominican youth. The

document is currently being analyzed by UNFPA (Fondo de Poblacion de Naciones Unidas) and will be put into a formal document that will be shared with stakeholders in January 2014.

- National Youth Survey: To date there is not unified data in the Dominican Republic that identifies youth and its issues as a unique population group. As a country, the DR cannot continue to develop programs without precisely determining the reality of such groups. This applies to us as partners of youth programs but also to the government. Therefore we decided to join efforts with the DR Ministry of Youth, DR Ministry of Planning and Economy and in a collaborative effort with the



Illustration 3: Signing of Memo of Intention at La Moneda in Santiago de Chile, August 2013

Government of Chile, a Memo of Intention was signed on August 13, 2013. An executive committee has been established under the leadership of the DR Ministry of Youth. The team attended the launching of the 7th National Youth Survey in Chile during the month of August and had working sessions with the “Instituto de la Juventud de Chile” to help us design the initial stages of the Dominican Youth Survey. A project document has been developed and the survey is scheduled to be performed in March 2014 and published by September 2014.

IR 1.3 - Documented children and youth increased

The project had three major areas to develop under this result:

1. Identify best practices in documentation
2. Train NGO's to follow such a protocol
3. Develop orientation material to distribute amongst youth and families.

In the early stages of the project, we held meetings and working sessions with the major stakeholders in this field which included the United Nations High Commissioner for Refugees (UNHCR), DR Junta Central Electoral and Centro Bono. We identified 17 different possibilities in which youth can be considered undocumented out of which 9 combinations are specifically related to Dominican nationality or youth of Dominican descent. Each organization follows a common protocol according to the case at hand.

The country performed the First National Survey of Migrants (UNFPA, 2013) and results indicate that out of every 100 migrants, 87% are from Haitian descent (www.unfpa.org/censodeinmigrantesdo). Our youth participant survey indicates a higher percentage of migrant population in the Alerta Joven impact areas. During the past month, the implications for this aspect of the project has experienced major changes as a result of the ruling of the DR Constitutional Court which created new guidelines for establishing Dominican nationality and eliminating previously acquired rights to citizenship. We foresee that major activities will now include making sure that youth of Haitian descent in vulnerable situations of identity can become legal immigrants before starting any path for becoming nationalized. The project will continue working with all stakeholders in this field.

IR 2 – Youth opportunities to be productive citizens improved

The goal under this result is the integration of educational, health and employability services which provide youth with the opportunity to mitigate their major at risk areas and focus on healthier lifestyles and opportunities.

IR 2.1 – Formal and alternative education opportunities increased

The education program was focused on two major components:

- Insertion: For out of school children and youth or those with a very high risk of desertion.
- Retention: For in school children and youth that attend schools in extremely vulnerable areas or schools that have a high desertion rate. These programs are just starting with the new school year in September, 2013 and will be reported on accordingly.



Illustration 4: Training of facilitators EpC, September 2013

The major component under the insertion program is the “Espacios para Crecer” (EpC) program.



Illustration 5: Training of trainers in EpC and QL model, July 2013

Accomplishments this year include the complete adaptation to the program to focus attention in 11-14 year age group. The content has been adapted and revised with Ministry of Education and now reflects competencies aligned with the new curriculum. Content is structured to cover 2 schools years in a 10 month intensive program. The program is structured into 3 levels, Peces, Robles and Halcones.

To date Alerta Joven has conducted training for 27 trainers and 111 facilitators in the EpC model. The training included program methodology and content. The following chart depicts training workshops carried out to date.

Table No. 1 – Detailed EpC training activities

Date	Location	Training	Participants	Purpose and Follow Up
March 20,21,22	INFAS Santo Domingo	Espacios para Crecer Levels 1 & 2	40 Facilitators from IDDI	Train the first 30 EPC Facilitators under IDDI. These EPC's served as model programs to validate the adapted materials. Also in these EPCs, we validated the selection process and methodology for the Impact Evaluation.
June 15, 16	Villar Hermanos/ Santo Domingo	Training of Trainers Quantum Learning	27 Participants	Train the first group of trainers that will train facilitators nationally.
July 13, 14	BQ Hotel Santo Domingo	Training of Trainers Espacios para Crecer	22 Participants	Part II of TOT.
September 3,4,5	Villa Matata, Villa Altagracia	Espacios para Crecer Levels 1, 2 & 3	50 Participants from IDDI, Children International and Caminante	Training of Cohort 1 Facilitators for 3 areas/20 Espacios para Crecer benefiting 600 youth.
September 10,11,12	Rancho Baiguete, Jarabacoa	Espacios para Crecer Levels 1, 2 & 3	61 Participants from Caritas, Accion Callejera, Ceprosh and UCNE.	Training of Cohort 1 Facilitators for 3 areas/35 Espacios para Crecer benefiting 1,050 youth

IR 2.2 – Access to quality health and HIV prevention and care services improved

Alerta Joven focuses its health strategy on two components:

Prevention programs

During this first year, Alerta Joven focused on identifying best practices for health interventions for at risk youth. Both, Profamilia and IDDI brought in their respective vast experience and used the same peer to peer model. Alerta Joven includes the PEPFAR ABC message as the core message in all health interventions. Follow up training has been held with all partners in ensuring that the message is the same and that the amount of hours received are similar.



Illustration 6: Sensibilization Workshop- Profamilia, June 2013

To date, Alerta Joven's peer to peer programs consist of 8 workshops that include the ABC message but also encompass life skills and healthy lifestyle skills. Partners currently conducting or initiating prevention programs include IDDI, Profamilia, Ceprosch, COIN, Caminante and Children International. The not and therefore they needed further training.

As of this report, 18,077 participants have received prevention messages through partners. A total of 745 have been trained to serve as community peer to peer trainers. The most at risk population in health among participating

youth identifies by Alerta Joven are those involved in commercial sexual trafficking.

Attention Programs

Alerta Joven provides at risk youth with coupons they can exchange for services at Profamilia clinics in Santo Domingo Norte, Santiago and San Francisco de Macorís and starting in September, 2013 the Ceprosch clinic in Puerto Plata. Attention programs are also focused on HIV Prevention, with HIV Testing for all Alerta Joven beneficiaries that receive attention services. To date, a total of 60 youth has received one or more services.

IR 2.3 Employment for Youth Increased

During this year, Alerta Joven identified three defined channels for increasing youth employment – (a) formal sector jobs that require specific levels of education; (b) informal sector jobs with lower education/preparation requirements and (c) youth owned and operated microbusinesses that usually service the informal sector with occasional links to the formal sector. A total of 560 youth received vocational training under Alerta Joven/IDDI.

Training and placement activities are geared to fit the needs and gaps of all three channels:

Formal Sector: Alerta Joven initiated conversations and relations with the private sector both through direct institution and commercial groups/associations. They all stress the importance of life skills/soft skills as the most important skill to be developed among youth. To determine the jobs/skills that the private sector is requiring, we teamed up with INFOTEP and two major private sector foundations (Fundacion Inicia and EDUCA) to perform a complete study of jobs for youth and project them for the next 10 years. An initial consultation reveals the following menu of formal jobs in descending order:

- Service/Hospitality Industry (Hotels and Cruises)
- Information Technology/ Web/ Social Media/ Robotics
- Call Centers
- Cinematography/Film Arts
- Industrial Manufacturing
- Mining
- Commercial
- Energy/Alternative Energy/Electricity
- Plumbing/Water Conservation
- Beauty (Products and Services)

This will enable Alerta Joven to provide training and support according to the real needs of the private sector. Terms of Reference have been developed for a more comprehensive consultancy which will provide more detail and additionally identify the type of training which currently takes place. This scheduled starts on January, 2014. Alerta Joven continues to project that 40% of all beneficiaries will enter in formal sector jobs.

Informal Sector: Through partner organizations Alerta Joven has identified possibilities of informal sector insertion to youth that cannot formally be inserted. As a project, Alerta Joven's intention is to provide opportunities to improve income and skills to get a better job. Alerta joven through partner organizations has identified areas that are highly demanded within the context of the community. Informal job training during this year includes:

- Beauty/Acrylic Nails
- Cell Phone Repair
- Inverter Repair
- Electricity
- Diesel Mechanics
- Chemical Products (Shampoo, Conditioner, Soap, Detergent)
- Computer Skills

IR 3 – Integrated youth system developed

The goal under this result was to develop a system of reliable information and data and evidence-based finding that establishes the credibility for the entire initiative.

IR 3.1 A comprehensive information system implemented

The system is in its early operational stage and is organized so both youth and stakeholder institutions can access the information they need. The system has been built through the RTI IT and M & E units in conjunction with the Alerta Joven team. The landing page www.alertajoven.com will provide general information on all project aspects and also serve as a clearinghouse of information for youth.

Partners will use the web-based tracking system to report their interventions. The system will also analyze and measure data and display it to all under the data base icon. All can access the Alerta Joven site but only partners/project team can access the tracking system through a secure sign in and password. The system also identifies youth with a unique ID number that will preserve their privacy in sensitive legal and health issues. All implementing partners have received initial training on how to access the system and will continue to receive individualized training all the way through 2014.

IR 3.2 Multi-disciplinary groups efficiently coordinating and implementing innovative solutions to reduce crime and gang activities

Alerta Joven has focused on the challenge of reducing crime-related activities among youth. Our slogan "Por una juventud libre de crimen y violencia" is constantly referred to in public events, workshops and materials to project and reiterated the main challenge in our project.

According to the Plan de Seguridad Democrática (Vivir Tranquilo) launched by President Danilo Medina in February, 2013, the 15 most violent barrios in the DR are the following: El Almirante, Villa Liberación, El Perla, La Toronja, Brisas del Este, Capotillo, Luperón, 24 de Abril, María Auxiliadora, Gualey, La Zurza, Rafey, La Joya and Las Palmas de Herrera. Alerta Joven is currently present in 80% of these barrios with plans to cover all by the end of 2014.

Major accomplishments under this result include:



Illustration 7: Signing of Agreement with District Attorney, IDDI - August, 2013

- Signed agreement with Districts Attorney to support and expand young mediator program. Over 200 youth were certified as mediators working with conflict resolution and violence reduction amongst their peers. The local attorneys' office maintains a complete record of all cases mediated and this will be interlinked with the Alerta Joven system by February, 2014.

- Crime Prevention Committee in the community Herrera in Western Santo Domingo: Negotiations were started by RTI with Participación Ciudadana to create an alliance to share

validated experiences forming crime prevention committees with youth participation using as a guide, a manual developed and implemented by RTI in El Salvador and now being adapted for the DR.

3.3 Public-private partnerships (PPPs) enhanced to support and advocate for vulnerable youth and children

The information of this section is outlined in the section **VIII - SUSTAINABILITY, NETWORKING AND PARTNERSHIPS**

Annex No. 1 - shows the overall performance indicators for the project results for Year 1 and Projections for Year 2.

III. IMPLEMENTING PARTNERS IN ORIGINAL ENTRENA TEAM

Sub agreement No. 1 – Research Triangle Institute (RTI)

RTI international is an experienced nonprofit service provider for a wide variety of development projects and is an experienced contractor with USAID. The primary role of RTI in Alerta Joven is to provide all M&E services and develop the Crime Prevention Community model. Secondary roles are research, technical assistance and assisting in capacity building.

Sub-agreement No. 2 – Instituto Dominicano de Desarrollo Integral (IDDI)

The Instituto Dominicano de Desarrollo Integral (IDDI) established in 1984 is the first major Dominican NGO to work in social development in marginalized urban areas, with a special focus on youth. Many “barrio” groups have emerged through the empowerment approach of IDDI, creating local sustainability and cross cutting themes related to gender, dialogue, employability, health, education, and income generation. IDDI is also unique for “thinking outside the box” in the pursuit of development solutions and forging “win-win” situations with the private sector. IDDI works in all the cross cutting themes of Alerta Joven in the urban barrios of the National District in Santo Domingo, Boano, and Puerto Plata.



Illustration 8: First contest of bussiness plan from youth, IDDI - Puerto Plata, Agosto 2013

Table No. 2 provides an overview of IDDI Y1 progress in output indicators.

Table No. 2

Organization:	Instituto Dominicano de Desarrollo Integral
Report Period:	July 2012- September 2013
Geographic Area:	Distrito Nacional, Bonao and Puerto Plata

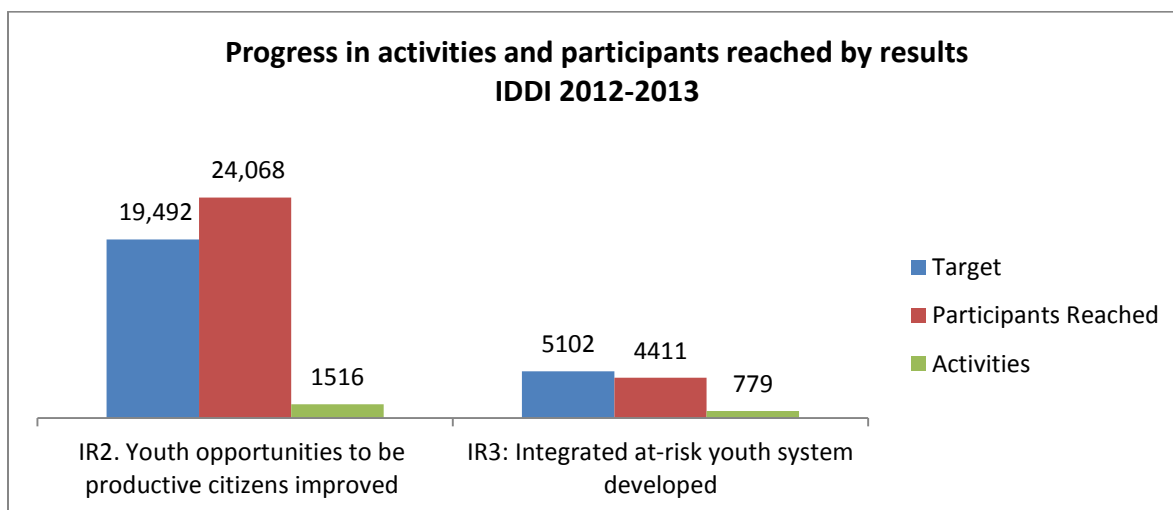
Indicadores		Participantes Meta	Participantes alcanzados	
			n	%
<i>Resultado Esperado 1: Política de protección juvenil mejorada y puesta en práctica</i>		0	0	
Identificado necesidad de documentación en jóvenes <i>[Indicador 10]</i>		0	0	
Obtuvieron documentación <i>[Indicador 11]</i>	Masculino	0	0	
	Femenino:	0	0	
Fueron reinsertados en la escuela <i>[Indicador 16]</i>	Masculino	0	0	
	Femenino:	0	0	
<i>Resultado Esperado 2: Desarrolladas oportunidades para ser jóvenes productivos</i>		840	117	14%
Completan capacitación técnico vocacional jóvenes de 15-17 <i>[Indicador 23]</i>	Masculino	140	3	2%
	Femenino:	140	6	4%
Completan programa de emprendurismo jóvenes de 15-17 <i>[Indicador 23]</i>	Masculino	28	9	0%
	Femenino:	28	7	0%
Reciben nuevo o mejor empleo 15-17 <i>[Indicador 22]</i>	Masculino	0	0	0%
	Femenino:	0	0	0%
Completan capacitación técnico vocacional jóvenes de 18-24 <i>[Indicador 23]</i>	Masculino	210	13	6%
	Femenino:	210	12	6%
Completan programa emprendurismo jóvenes de	Masculino	42	34	0%

18-24 [<i>Indicador 23</i>]	Femenino:	42	33	0%
Reciben nuevo o mejor empleo 18-24 [<i>Indicador 22</i>]	Masculino	0	0	0%
	Femenino:	0	0	0%
<i>Resultado Esperado 3: Desarrollado un sistema integrado para juventud en riesgo</i>		24594	28476	116%
Grupos creados que incluyen primeros ofensores y miembros de pandillas [<i>Indicador 26</i>]		0	0	0%
Iniciativas de desarrollo fuerza de trabajo con asociaciones financiadas por gobierno Estados Unidos [<i>Indicador 28</i>]		0	0	0%
Beneficiarios de servicios apoyado por el gobierno de Estados Unidos [<i>Indicador 30</i>]		24594	28476	116%

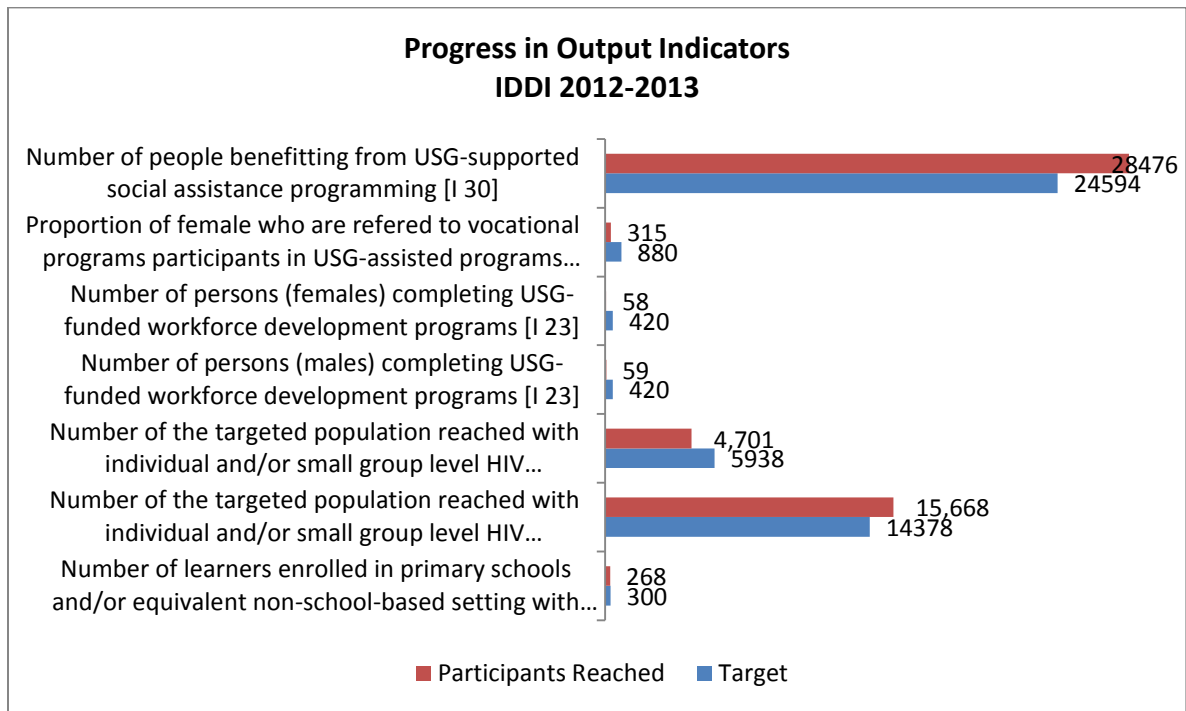
Annexes 2, 3 and 4 - details the advances of activities, indicators and results progress during Year 1 under their sub-agreement with Alerta Joven.

Graphs below summarize the progress by results and the progress in output indicators for the period.

Graph No. 1



Graph No. 2



Sub-agreement No. 3 – Profamilia

Profamilia founded in 1966 with initial USAID support is an example of a Dominican NGO with over four decades of service having achieved long-term sustainability. Profamilia has the installed capacity in the targeted geographic corridor for access to health prevention and services for vulnerable youth. In the Alerta Joven project, they service the areas of Santiago, Distrito Nacional y San Francisco de Macoris.

Table No. 3 provides an overview of Profamilia Y1 progress in output indicators.

Table No. 3

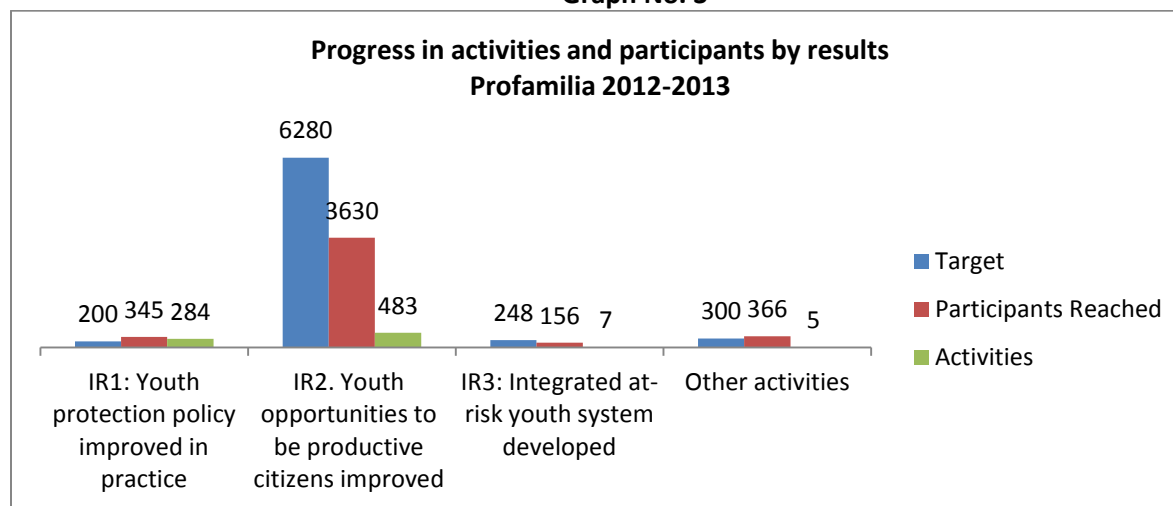
Organization:	Profamilia
Report Period:	July 2012 to September 2013
Geographic Area:	San Francisco, Santiago and Santo Domingo Norte

Indicadores	Participantes Meta	Participantes alcanzados	
		n	%
<i>Resultado Esperado 1: Política de protección juvenil mejorada y puesta en práctica</i>	0	2	0%
Identificado necesidad de documentación en jóvenes <i>[Indicador 10]</i>	0	2	0%
<i>Resultado Esperado 3: Desarrollado un sistema integrado para juventud en riesgo</i>	2690	2484	92%
Beneficiarios de servicios apoyado por el gobierno de Estados Unidos <i>[Indicador 30]</i>	2690	2484	92%

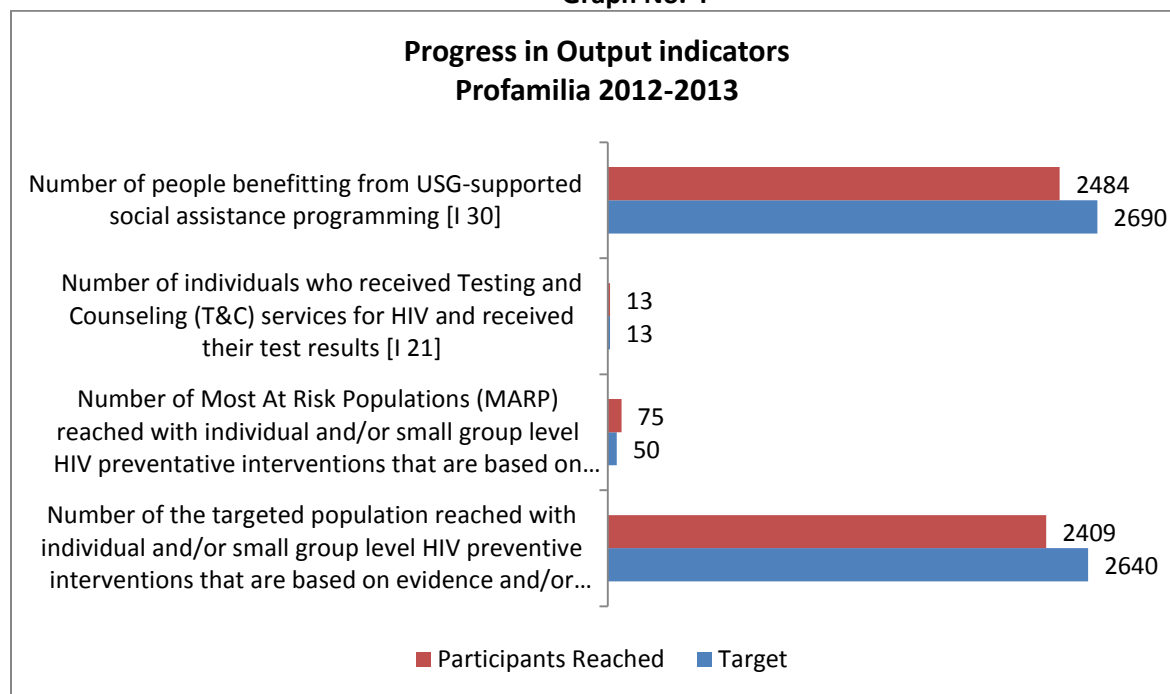
Annexes 5,6 and 7, details the advances of activities, indicators and results progress during Year 1 under their sub-agreement with Alerta Joven.

Graphs below summarize the progress by results and the progress in output indicators respectively for the period.

Graph No. 3



Graph No. 4



IV. MANAGEMENT OF REMAINING SUB-AGREEMENTS

In the Program Description, Entrena states its commitment to working with the best proven practices for at risk youth in the DR and provided examples of such practices and organizations. During February 2013, decisions were made jointly with USAID to better define age groups and specific target population areas. Through a combination of open competition and direct intervention (where justified), we outlined a strategy for selection of eventual partners. With the recognition that very few organizations had the complete across the board capability in employment insertion, entrepreneurship, education, and health, we invited organizations to group together where possible as a team (not a consortium) to submit proposals.

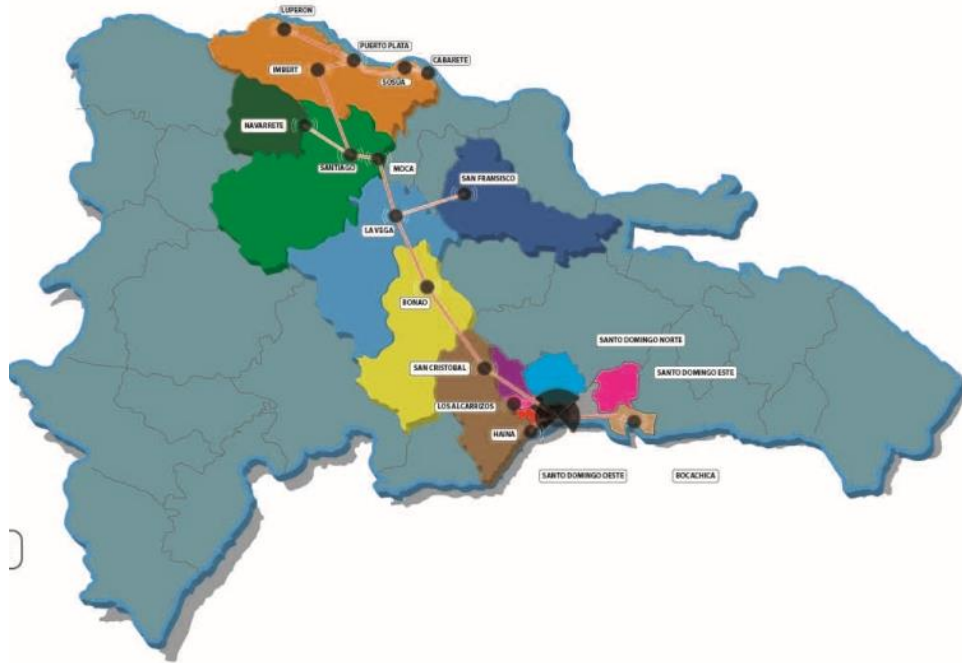
Prior to and during the first phase of this process, Entrena received assistance from RTI International in the final design of its Grants Manual. It is important to note that while this is entitled “Grants Manual” all partner organizations will receive sub-awards and be designated as “sub-awardees”. During the first round of open competition (Santiago and Puerto Plata), we used the “Concept Paper” as the initial document for pre-selection before proceeding to the full proposal stage. This was later changed to using “Expressions of Interest” to stimulate more creativity since the Concept Paper frequently produced a reiteration of the TRs by the submitting organizations.

Evaluation criteria underlined importance of previous experience with at risk youth, interventions in the three key technical areas, and demonstrated historical presence in the targeted area. Several layers of evaluation teams and committees were composed of both internal Entrena staff and outside consultants to assure a complete and comprehensive evaluation and vetting process.

The selection process started with the north coast region (Santiago, Puerto Plata and Boca Chica) and as of this writing, is finalizing with Santo Domingo.

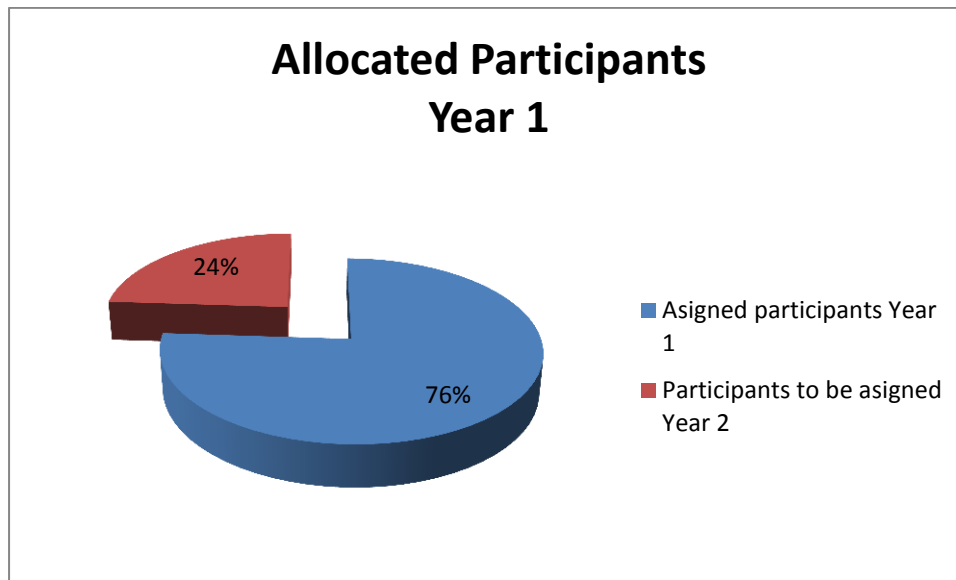
Annex 8, 9 and 10, provides a summary of the main data for our current signed sub-agreements. Current Sub-Agreement – Implementing Organizations Data

The following map outlines the geographic impact areas under the Alerta Joven project.

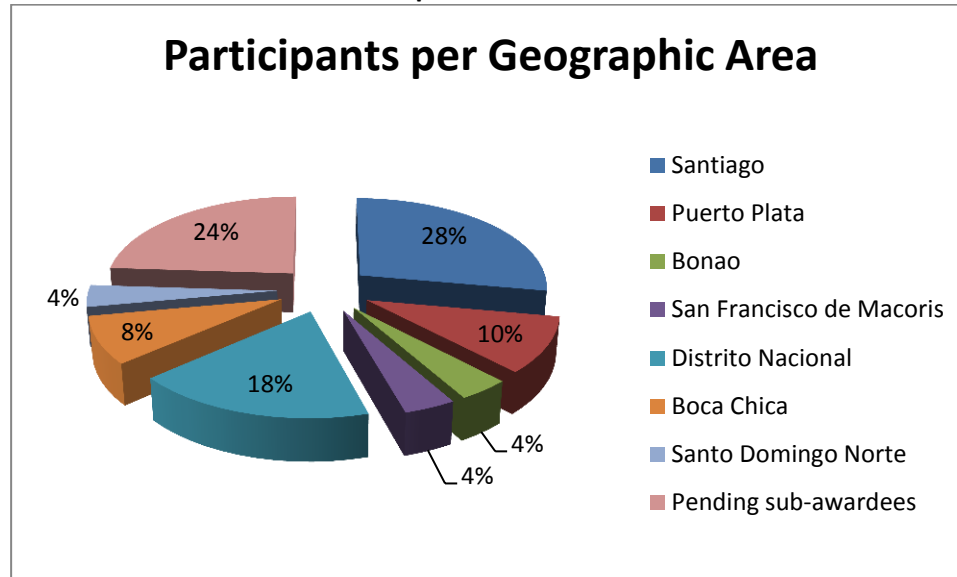


To date, 76% of target population has been allocated through sub-agreements with 11 organizations in the different impact areas of Alerta Joven as depicted in the following graph:

Graph No. 5



Graph No. 6



Challenges in Sub-agreements Management

The major challenge has been in attracting organizations with established local presence and the technical qualifications and background we are requesting. We knew from the start that it would be difficult to find organizations with these special traits and that we would be forced to team together different organizations and become more active in capacity building. Within this big picture, the most common issues have been the following:

- The majority of the organizations submitting proposals did not demonstrate the capability to write cohesive and creative submissions. Many were simply reiterations of the Terms of Reference. This is disappointing since we know from experience they do good work on the field. The inability to articulate and document in writing is a common institutional weakness in the DR and attributable to the fact that Dominican society is anchored primarily in verbal communication.
- The amount of funding available for the target populations and interventions has been considered insufficient by a significant number of organizations causing either non-participation or withdrawal from those with established overhead rates.
- There are only a handful of organizations that have across the board technical capabilities in employment insertion, entrepreneurship, education, and health.
- Organizations have presented together in teams in order to ameliorate weaknesses and capitalize complementary strengths. However, these are not legalized consortia and each organization must do their own finances and reporting. The capability to report accurately and on time by our partners will also be a challenge.

Planned Actions for Small Grants

The component for small grants will be directed to support activities which add value, create unique partnerships, and fill in for weaknesses that the large sub-agreements may present. Examples of discussions to date include the following:

- Direct focus on the Dominican private sector – Business associations such as AMCHAM and ANJE, specific businesses such as Banco BHD and La Sirena and business foundations such as Fundacion Estrella and Fundacion Rica.
- Independent foundations which are emblematic in the DR for the issues covered by Alerta Joven such as Fundacion Vanessa (crime prevention) and Fundacion Pediatrica por un Manana (adolescent mothers).
- NGOs with unique niches such as Junior Achievement (entrepreneurship) and MUDHA (education for statelessness youth)
- Direct linkage with the baseball industry

Cost Sharing Reported to September 2013

Source	RD\$ Amount	US Amount
ENTRENA	1,843,430	47,881
RTI	-	-
IDDI	4,483,585	116,457
PROFAMILIA	1,986,708	51,603
Other Source		-
Total	8,313,723	215,941

V. CAPACITY BUILDING FOR PARTNERS

Alerta Joven supported its partners in organizational development as a key component of the project. Successful projects depend upon the human resources responsible for its implementation. In addition evidence strongly suggests that an organizations staff capability determines how it is able to take full advantage of opportunities and react to threats. Organizations with on-going institutional strengthening programs are better prepared to turn opportunities and threats into development possibilities. Based on these benefits, Alerta Joven has included organizational development components with all of its partners.

Alerta Joven has adapted a strategy of systematic partnership which has facilitated creation of an open and respectful working relationship for all participants. This working relationship foment technical assistance through open listening, respect, equality and mutual learning which in turn improves the implementation of project goals.

Annex 11 – Brief description of current implementing organizations, summarizes the background of each current partner we have signed sub-agreement with.

The following Table No. 4 provides an outline of the different activities related to institutional strengthening carried out by Alerta Joven in Year 1 for each partner.

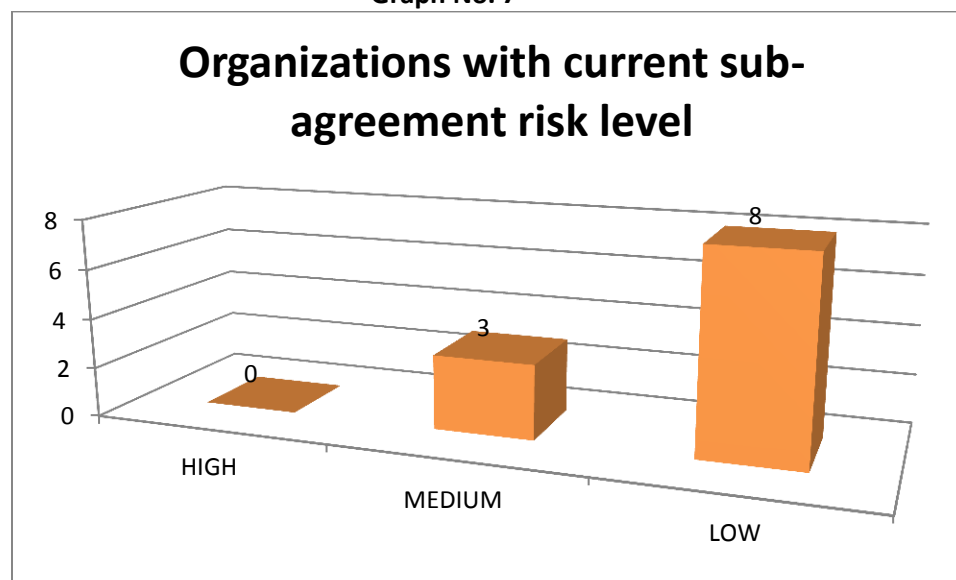
Table No. 4
Visits, meetings and training workshops to implementing organizations
Year 1

No.	ORGANIZATION	VISITS	MEETINGS	WORKSHOPS /MINI WORKSHOPS
1	Instituto Dominicano de Desarrollo Integral (IDDI)	20	23	14
2	Asociación Probienestar de la Familia (Profamilia)	12	15	11
3	Acción Callejera, Fundación Educativa	5	6	2
4	Cáritas Arquidiocesana, Santiago	2	4	2
5	Centro de Formación y Acción Social y Agraria (CEFASA)	2	3	2
6	Casa Abierta, Inc	2	3	2
7	Centro de Promoción y Solidaridad Humana (CEPROSH),	3	3	2
8	Grupo CLARA, Inc	2	2	2
9	Centro de Orientación e Investigación Integral (COIN)	2	3	2
10	Caminante Proyecto Educativo, Inc.	2	3	2
11	Children International, Programa Amigo de Los Niños, Inc	2	4	2
12	Other organizations*	11	12	0
Total		65	81	43

Visits: Visits were conducted at the locations of the organization and the surrounding community or neighborhoods where they work. During these visits we could directly observe and evaluate the situation and level of risk for youth in the community. The organization’s programs and methodologies were also reviewed.

The Grants Management Unit of Alerta Joven conducts pre-award audits in order to evaluate management systems, administrative/financial policies, procedures and documentation such as manuals used by the organizations. The organization are classified (high, medium and low) with the results included in the awarding of contracts and the preparation of clauses for improvements to be made as showed in the following graph.

Graph No. 7



Additional organizations visited included: Participación Ciudadana, Unión de Vecinos Activos (UVA) Centro Bonó, COPADEBA, Casa Comunitaria de Justicia de Herrera, Project Hope, Instituto Dermatológico, MUDHA, Procuraduría, Dirección Nacional de Adolescentes en Conflicto con la Ley.

Meetings: Meetings were held to present the project as well as requirements and procedures to better participate in the selection process. During these meetings, Alerta Joven offered support and technical assistance in the preparation of their proposals, operation plans, monitoring and evaluation plans for the components of educational insertion, retention and health. Through this support, the organizations improved their capacity to prepare more responsive and articulated proposals. Alerta Joven staff conducted follow-up and provided feedback via additional meetings, skype, telephone conferences and electronic mail correspondence.

The organizations were also supported in the selection process of participants for the EpC educational components of Alerta Joven by Social Impact, Entrena and RTI.

Workshops: Directors and key personnel of IDDI and Profamilia took part in a SWOT analysis workshop achieving a greater degree of internal reflection/analysis to identify strengths, weaknesses, opportunities and threats related to the implementation of Alerta Joven. The administrative audits and the results the SWOT workshop indicated that a participating organizations would benefit from training in project management, monitoring and evaluation, procedures and policies systemization including the preparation of procedures manuals.

Although the organizations have managed funds from international donors, they still have weaknesses to be addressed according to the results obtained from audits, meetings and visits. In some cases administrative and financial practices did not always reflect the structures, resources, manuals, policies and successful project implementation. Some organizations demonstrated internal controls and policies in practice, but nonetheless did not have written policies or procedures manuals. As such it became

apparent that some time and resources should be spent strengthening these organizations in administrative/financial management along with the processes of reporting and transparency.

A total of 526 people for our partner organizations and participating communities took part in mini workshops on monitoring and evaluation of the Alerta Joven project. These workshops focused on the internet reporting and monitoring system, project indicators and the use of participant registry and survey forms.

In addition Alerta Joven designed and implemented an inventory of 380 organizations working in project target areas; the national district and Santiago de los Caballeros. Using an excel format, this listing is in the final stages of data verification. The organizations were categorized according to Non-government organizations, private companies, chambers of commerce, governmental institutions, community groups and youth groups. Alerta Joven plans on expanding the list to include more youth and community groups in the project areas in the following year.

The partner organizations IDDI and Profamilia have already completed this inventory in their project zones. IDDI undertook this inventory with the objective of increasing project involvement of these organizations, community leaders and other key players and as a result increase sustainability. They have identified 100 organizations in the neighborhoods of Santo Domingo: Capotillo, La Zurza, Villas Agrícolas, 24 de Abril, Simón Bolívar, Chuachupita, La Cienega, Los Guadules, Brisas del Ozama, El Dique, La Barquita, Los Minas Viejos, Gualey y Las Cañitas. They are now initiating a similar inventory in Puerto Plata where 18 community based organizations have been identified to date.

Profamilia registered 247 governmental, non-governmental and community based organizations in their inventory. They are distributed as follows with 81 located in San Francisco de Macorís, 76 in Santiago, 76 in the zone of Cristo Rey and Santo Domingo Norte of the National District as well as 14 in Los Guaricanos.

VI. INDICATORS AND MONITORING & EVALUATION EFFORTS

The first task for the Monitoring and Evaluation (M&E) Team was to draft the Project Monitoring and Evaluation Plan (PMEP) and select indicators to measure Alerta Joven achievement of three intermediate results (IRs) and nine sub-IRs. After reviewing the IRs and sub-IRs, the team consulted with USAID to identify the appropriate standard indicators from the US Agency for International Development (USAID), Caribbean Basin Security Initiative (CBSI), and the US President's Emergency Plan for AIDS Relief (PEPFAR). We then created new indicators specific to Alerta Joven for IRs in order to capture aspects of the project that are not covered by standard indicators. After developing an initial list of indicators with Entrena, RTI staff reviewed the list and refined indicators, selecting those that measured outcome rather than output when possible. The PMEP was finalized and submitted to USAID on August 29, 2012 and then revised in September. The Indicator Sheets were completed and submitted to USAID on November 20. The PMEP was revised to reflect changes in program content and resubmitted to USAID on January 29, 2013.

Community Survey

The community survey was drafted and a request for proposals (RFP) was released to five data collection firms in the Dominican Republic. We received a total of three responses to the RFP (Gallup, Horwath, and GeoData), and Gallup was selected as the data collection subcontractor on November 7,

2012. Initial activities began on November 19, and the field test was launched November 28. A pilot test was launched on December 6, and collection began December 7. Data collection concluded on December 13. The baseline community survey (**See Annex 12 – Baseline Community Survey Executive Summary**) was completed on schedule—before any *Alerta Joven* interventions were begun. The M&E Team gave a presentation to USAID and Entrena on the results of the community survey. Baseline Community Survey Technical Report completed on February 18, 2013.

Youth Participant Registration, Referral, and Data Collection

The Monitoring and Evaluation (M&E) Team spent much of early 2013 developing the data collection



instruments and collaborating with Entrena to determine the referral processes and eligibility criteria for the various programs. To receive better quality data, the M&E Team designed a referral process and intake management system that will link client needs to available treatment interventions. Substantial time was spent attending to the details surrounding the development of this central intake and assessment process. Several forms were developed to aid in registration, referral, and tracking client progress:

Ilustración 9: Training on how to fill out Registration Form, Profamilia - June 2013

- Participant intake survey
- Participant exit survey
- Registration form
- Referral form

To be achieved in Year 2 in M&E

Youth Participant Registration, Referral, and Data Collection

Existing and new providers will be required to complete registration, referral, and participant surveys. Early in Year 2, all providers will initially complete all data entry on paper forms. When the web-based system is functional, providers will enter all paper records into the system and transition to entering all new data directly into the web-based system. Workshops for new sub-agreements will be held in Santiago, San Francisco, Puerta Plata, Boca Chica, Santo Domingo, Santo Domingo Norte, Haina and Villa Altagracia, Santo Domingo Oeste. The workshops will provide instructions to new sub-agreements on the data collection requirements and processes. In addition to new sub-agreements, workshops with existing sub-agreements (i.e., IDDI, Profamilia) will be held to reinforce data collection requirements and

processes and ensure compliance with data entry. Additional training workshops will be held with existing providers as needed.

Integrated Web-based System

The web-based data collection system will be implemented in Year 2. Technical workshops will be coordinated to instruct providers on how to enter data already collected on paper forms as well as how to transition to the web system for all new data entry.

Micro-studies

Research areas that may help inform program planning or assess the effectiveness of specific activities will be identified. About 2-3 micro studies will be developed to address these gaps in knowledge depending on available resources and the levels of effort required to complete the projects identified.

Dissemination

Workshops will be held to present preliminary results. The Year 2 annual report will be written and submitted to USAID. Results from the baseline community survey will be presented at the annual meeting of the American Society of Criminology in Atlanta, Georgia in November, 2013.

VII. ADMINISTRATION AND FINANCES

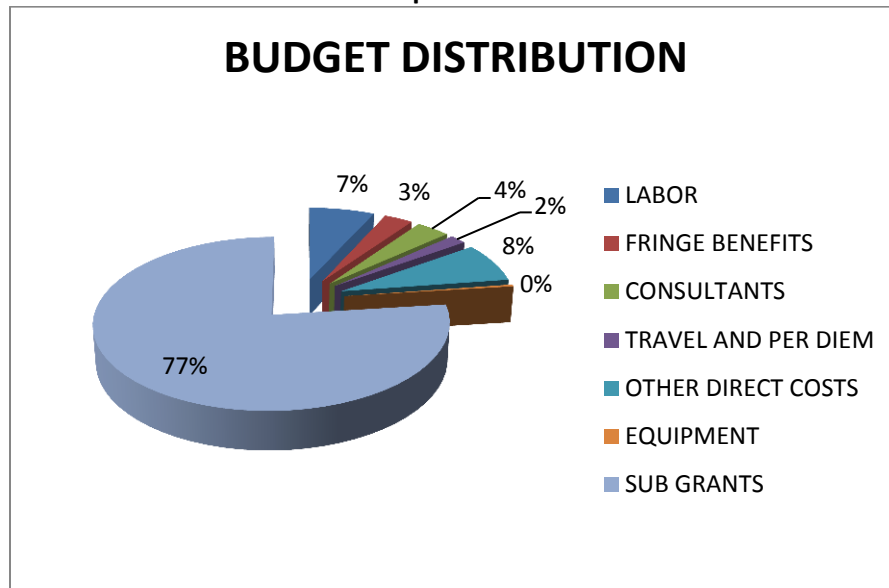
Entrena has met and resolved to date the multiple financial and administrative challenges posed by the award of the Alerta Joven cooperative agreement with USAID. Financial issues include the following and reflect the different issues which will arise as USAID continues to work with local organizations through USAID Forward.

- **DR Fiscal Receipts and Formal versus. Informal Sector** -Entrena is a local for Profit Company incorporated in the Dominican Republic managing a large cooperative agreement with no fee or overhead. We have the same tax implications as any NGO with the difference that they do not report profit. Unlike an NGO, we are more subject to tax revisions by DR authorities and therefore, must be extra diligent in our paperwork and records. All taxes are exempted by the bi-lateral agreement between both countries but as a local organization, we are required to have fiscal receipts (comprobantes fiscales) from our partners and suppliers. The use of fiscal receipts by the DR government is to encourage more formalization of economic activity. However, the majority of our partners will be carrying out their activities in the informal economic sector with suppliers from that sector. This will be a challenge throughout the project.
- **DR Law and USAID Regulations** – We are creating an operational model which grafts both the requirements of Dominican law and USAID regulations. The major challenge is that under Dominican law, the terms grants or sub-agreements will be interpreted as a “contrato” or contract (which is not the same as contract under USAID guidelines). Therefore, we sign bilingual sub-agreements with each partner but also have a binding document in Spanish called “Contrato de Servicios” which legally protects Entrena and each implementing partner from each other.

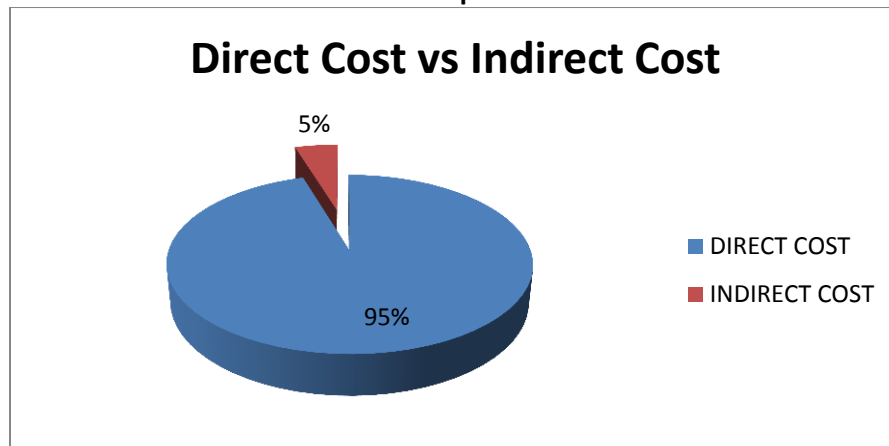
- **Institutional Strengthening of Entrena and Compliance with all Financial Observations** – As part of the Cooperative Agreement, Entrena received institutional strengthening from a USAID registered CPA firm to correct financial observations during the original pre-award survey. All observations have now been closed and Entrena has state of the art software to financially manage the project.
- **Exonerating the ITBIS** – This is the value added tax of the DR government which needs to be exonerated prior to the acquisition of services, supplies, and goods. This has been a challenge because (a) Entrena does not feel that it received complete and detailed information regarding the exonerated requirements and (b) The process established by the DR government (individual for each purchase) is cumbersome and not attractive to many suppliers. As a result, there are two consequences (a) Entrena and its partners need to plan far in advance their purchase needs because the ITBIS process is time consuming and (b) The pool of available suppliers is reduced since not everyone wants to deal with the ITBIS exonerated.
- **Operating in Local Currency** – Our budget is in Dominican Pesos using an artificial ROE of 38.50 to 1. Our line items have values in pesos and are not tied to the current ROE. Payments can be made in dollars if justified. The system has worked well with all local organizations. The challenge has been with the one US based sub-awardee who needs to establish local incorporation and submit fiscal receipts to us (and also receive the ITBIS exonerated). We can continue to pay them in dollars but only to an account in the DR.
- **Budget Reality and Re-Alignment** – Entrena continues to operate with its original budget using different approvals and concurrences to those costs not contemplated in the original budget. We submitted budget realignment jointly with a revised program description and are awaiting approval by November 2013.
- **Cost Reimbursement versus Advances and Cash Flow Management** – Entrena has been using cost reimbursement since the start of the Cooperative Agreement for its costs and those of original partners RTI, IDDI, and Profamilia. This has been possible due to two milestones payments provided by USAID during the first two months of the project. Now that financial observations have been closed, we will be using advances for all costs except those of RTI. This will require careful cost flow management and the correct and timely submission by our partners with their expense reporting and projections.
- **Massive Amount of Financial Documentation** – The open competition process and use of local organizations in the target communities has generated more partners than originally expected and thus, more paperwork. We expect to hire another Awards Specialist in November, 2013 to meet this challenge.

Alerta Joven is a project where a significant portion of funds is for direct implementation and benefit of the target population. The pie charts below depict the budget distribution as well as the current ratio of direct versus indirect costs.

Graph No. 8



Graph No. 9



Administratively, Alerta Joven has been managed in the same manner as described in the original proposal. The major issues and solutions to these issues have been:

- The project has been understaffed but this has not caused any delays or damage to the quality of work. The major reasons have been the increase in activity through competitive process with local partners, the amount of handholding and troubleshooting we have been required to perform with them, and external factors/requests such as conferences, travel, and additional monitoring.
- Entrena has been able to transfer its 30 years of successful experience, networking, trust, credibility and operational system to the Alerta Joven project. Entrena has its own “misitica” which produces results and Alerta Joven is a beneficiary of this asset. Entrena may be

considered a “small local company” but our history is rich with successful and sustainable projects and linkages and networking with DR society extensive.

- Overall management of the project is conducted through a three person team lead by the Chief of Party and assisted by the Entrena President (also consultant for management and sustainability) and an Operations Manager. These are assisted directly by the Entrena Human Resources Manager and Entrena Financial Manager with support from the Alerta Joven Finance Manager. As described in the original proposal, the major role of the COP is the public face of Alerta Joven and that role will always have predominance over the management aspect. We expect the current personnel structure will be modified for year 2 with the inclusion of a workforce development specialist, additional education specialist, additional grants specialist, and web information specialist.
- The one concept which has not functioned as planned is the role of the Project Steering Committee. Originally envisioned as an oversight committee with regular meetings, due to time constraints and other commitments of key members, we will only use this as an ad hoc committee to consult with as needed.

Budget execution Year 1

ENTRENA, S.R.L. COOPERATIVE AGREEMENT AID-517-A-12-00002					
EXPENSES FROM 7/16/2012 to 9/30/2013					
US dollar Budget Summary					
No.	Budget Category	Total Budget Amount	Accumulated Cost as of 9/30/13	%Budget Execution as of 9/30/13	Remaining Balance as of 9/30/13
1	Labor	1,363,911.00	254,204.76	18.64%	1,109,706.24
2	Fringe Benefits	602,762.00	79,563.01	13.20%	523,198.99
3	Consultants	709,201.00	176,345.58	24.87%	532,855.42
4	Travel	351,592.00	14,204.61	4.04%	337,387.39
5	Other Direct Costs	1,503,478.00	254,296.87	16.91%	1,249,181.13
6	Equipment	75,796.00	72,864.64	96.13%	2,931.36
7	Sub Grants	15,365,390.00	1,357,115.80	8.83%	14,008,274.20
	Total Amount	19,972,130.00	2,208,595.28	11.06%	17,763,534.72

VIII. SUSTAINABILITY, NETWORKING AND PARTNERSHIPS

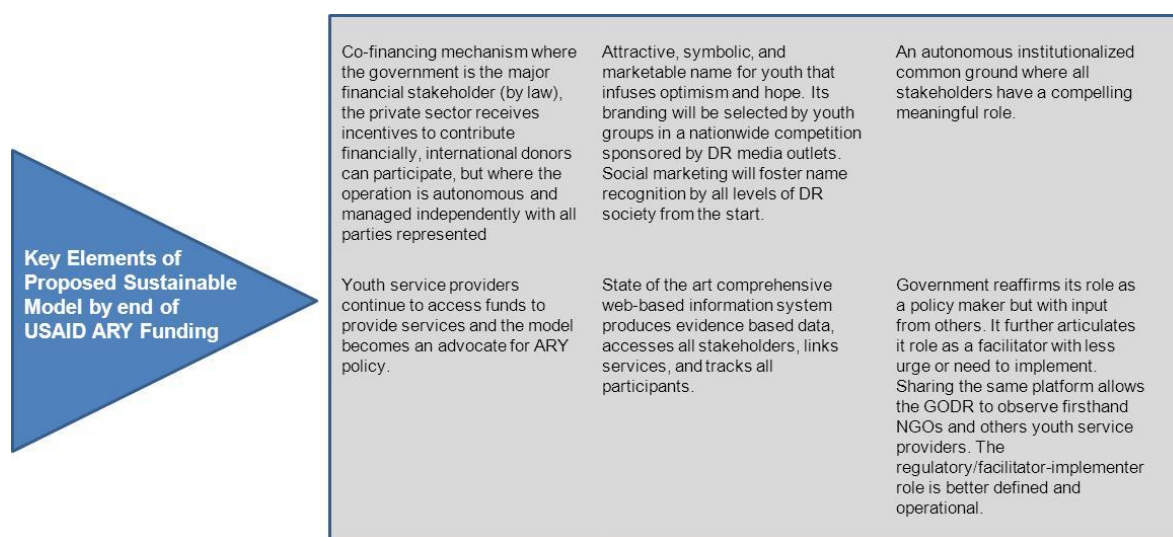
The purpose of this section is to review the original premises for sustainability, ascertain their validity based upon the first year of Alerta Joven experience, and discuss immediate next steps, and review networking and partnerships as they relate to long term sustainability.

The proposed long term model for sustainability remains unchanged – a co-financing model funded primarily by the Dominican government but operated autonomously. Alerta Joven will require its own identity and independence to generate creative solutions for the at risk youth population in the DR. These can then be replicated by governmental and civil society organizations. If Alerta Joven eventually loses its identity and is merged or swallowed up with any of the numerous government agencies, its effectiveness to produce and foster replication will be insignificant. With this model we are also banking on the government transitioning from an active implementation role (which has political capital in the

DR) to one which facilitates and develops public policy. The Alerta Joven joint collaboration with the DR Ministry of Youth to facilitate the application of the youth law is a good example of how we want to impact.

One may ask if sustainability is achieved through the training and insertion of models within the implementing organizations. The answer is a partial yes but without an independent source for future funding, the impact becomes diluted over time. This, at least, has been the experience in the DR.

The following chart from our Program Description outlines what Entrena considers the key elements for sustainability after USAID funding ends. This is followed by a description of the original strategies and an analysis of their validity after one year.



Original Strategies for Sustainability and Validity One Year Later

1. Anticipating a new political climate – Our proposed model raises one immediate question – Why would GoDR financially support a co-financing model if they only have partial control over its operation? We believe there is a new political climate emerging where DR civil society organizations are forcing traditional political structures to become more transparent and collaborative; 2012 will be a turning point year to facilitate GoDR buy-in and financial support with less conditionality. Our team has the credibility and established relationships with GoDR and different political groups to make this a reality.

Validity one year later – 2013 replaced 2012 as the major implementation year. Alerta Joven has established excellent relationships with many governmental agencies under the leadership of the Ministry of Economy and Planning. We believe the government views us as a reliable partner and not an entity which either competes or criticizes. We believe the political climate has varied and that the government will be open to financing a development mechanism for at risk youth over which they do not have total control.

2. We can start immediately – Our team is in the DR with staff, facilities, and established networks of stakeholders. We do not require any traditional preparation and set-up period. Subject to approval from USAID, we intend to create inter-institutional (GoDR, private sector, youth groups, civil society, donors) steering committees, support three high-profile at-risk activities in Santo Domingo (IDDI), Santiago

(Acción Callejera), and north coast (DREAM), and publicly launch the project by mid-February. We will meet with all major presidential candidates and their related ARY teams by the end of March 2012 and be in a position to directly access new GoDR authorities by the end of August. **Validity one year later** – We did not start immediately due to the long process for signing the cooperative agreement with Entrena, the need to comply with different financial milestones, modification in the numbers, and the use of an open competitive process for sub-agreements. However, this does not carry necessarily a negative impact in the sense that what was contemplated for the first trimester of 2012 has simply been transferred to the last trimester of 2013.

3. Use sub-agreements to validate our model – Our proposed model at the end of the initiative include a co-financing mechanism with similarities to the sub-grant component of the ARY initiative with participation by all stakeholders. The key members of our inter-institutional committees with funding responsibilities such as GoDR and the private sector have a product they can directly relate to that helps them visualize what we can achieve at a national level. **Validity one year later** – We still have this assumption. The final answer will depend on the quality of our different interventions, i.e the web platform as a state of the art program for tracking at risk youth, the EpC as the best model for school reinsertion and age leveling, etc. If there is one concern at this point, it is the ability of the sub-grants and their implementing partners to perform at the level we want in the area of employment insertion

4. Initiate sub-agreements quickly – Front ending sub-agreements at the start of the project allows sufficient time to mature and achieve sustainability during the life span of the initiative. **Validity one year later** – All sub-agreements should be signed by the beginning of 2014 with startup dates ranging from August 2013 on. There will be sufficient time for the maturation and impact we want with the sub-grants.

5. Support all the best practices – There are many organizations in the DR with excellent programs for VYC. We will provide coordination to maximize impact and tools to measure impact, but there is no need to rediscover what we already know. **Validity one year later** – We are achieving this through the sub-agreement process and in meetings with different organizations and businesses. This includes best practices proposed by Entrena – EpC, QL, A Ganar and those from other organizations – Junior Achievement, parts of NINA, documentation, Escoja mi Vida, Cicacatelli training, crime prevention committee from RTI-El Salvador, Cooperacion Chilena for entrepreneurship, etc.

6. Sustainability and buy-in start from the beginning. Different inter-institutional committees for sustainability and oversight will be integrated from the start by representatives from GoDR, private sector, civil society, youth groups, and USAID. The client/stakeholder cultivation process starts immediately and develops a team committed to making a national impact and showing how the challenges of DR ARY can be resolved. **Validity one year later** – We held off on the committees until the program was better defined and the sub-agreement process underway (we did not want to put the cart before the horse). We expect to have committees formed and operational by the end of 2103.

7. Institutional strengthening happens in practice and not in theory. The PVO Co –Financing project in the DR taught us that institutional strengthening best occurs when a project is being implemented and the knowledge transfer is more practical and applicable as opposed to training workshops done in a vacuum. People learn by doing. We achieve this through cross institutional mentoring and internships, replication, and coaching. **Validity one year later** – The same process is being repeated with Alerta Joven. We plan on having to do more institutional strengthening than originally envisioned due to the

scope of the sub-agreements, the number of implementing organizations, and the use of smaller more local partners.

Networking and Partnerships as Tools for Sustainability

In the section entitled Intermediate Result 3- Point 3.3 Private Public Alliances, we direct the reader to the this section. Here we present a recap of the most important networking and potential partnerships being developed during year 1. These cover the government, private sector, civil society, and international organizations in that order.

Government agencies are either ministry level or special autonomous entities. We also include local government, especially “ayuntamientos”.

Dominican Republic Government Agencies (Min = Ministry Level)	
Agency Name	Activity and/or Product
Min. Planning & Economy	Overall coordinating agency for Alerta Joven – Channel to other agencies and for promoting sustainable co-financing model
Min. Youth	National youth forum, revised presentation of national youth law, support for municipal youth councils, support for future national youth population census
Min. Education	Coordination for school retention and insertion programs, joint targeting of educational districts for Quantum teacher training and extended school days using the EpC model
Min. Health	Access to quality youth friendly services in all impact areas. Linkage with HIV prevention/testing/care programs.
Min. Higher Education	Potential coordination with recently constructed “community college” in western Santo Domingo for Alerta Joven participants
Min. Sports	Linkage between organized sports and schools especially in high crime areas; potential support for the A Ganar program.
Min. Labor	Job insertion initiatives through the Bolsa de Empleos, assistance in defining emerging job and business opportunities within the DR economy for the next five years
District Attorney	Direct coordination with “fiscalias barriales” for first offenders to access Alerta Joven projects and avoid first time incarceration; summer camps for imprisoned youth.
INFOTEP	Access for at risk youth in vocational training programs, linkage of certified training entities (COS) with project implementation partners
Social Cabinet of Vice Pres.	Coordination with the program “Progresando y Solidaridad” and the Community Technological Centers
Min. of Presidency	Coordination with literacy campaign and most appropriate channel for pursuing co-financing model
Municipal Governments	Linkage with “ayuntamientos” located in impact areas for

	youth participation and access to municipal budget funds
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Private sector includes business associations, foundations sponsored by businesses, and individual companies.

Private Sector Organizations	
Agency Name	Activity and/or Product
Fundacion INICIA, IMCA,IEET	Significant upgrading in vocational training standards to correctly match with the specific skills required in emerging job markets and access for Alerta Joven participants.
Fundación Estrella	Private sector foundation of large contractor and building supplier with activities in both Santiago and Boca Chica – potential private public alliance.
Licey baseball team	Potential coordination with traditional summer camps, wants to identify through CSR tool with Alerta Joven, strong national branding, access to DR Winter League and teams.
Individual teams and players	Niches for sponsorship funding of different Alerta Joven activities; possibility of direct geographic focus on the communities where teams’ academies are located and in communities where players originate from
Banco BHD	Initial discussions for sponsorship and support of Alerta Joven educational activities, financial training for entrepreneurship initiatives, and potential access to micro-finance
AMCHAM	Initial discussions for activities related to corporate volunteering, mentoring, internships, first job, and sponsorship

Civil society includes advocacy groups, NGOs who are not implementing partners, faith based groups, and community based organizations

Civil Society Organizations	
Agency Name	Activity and/or Product
Fundación Vanessa	Coordination of the emblematic victim of youth crime and violence in the DR; a must for national branding and long term sustainability
Participación Ciudadana/Casa de Justicia	Coordination with and potential veneer for the model of “comites barriales” to mitigate issues of crime in local areas
Junior Achievement	Potential adjustment of successful youth business program to the “barrio” level for At Risk Youth and involvement of current private sector sponsors headed by Grupo Ramos
Frank Ceara	Re-known Dominican singer and composer to compose the lyrics and music for Alerta Joven official sound track
Escuela Yaque	Vocational training institute in Santiago with direct links to private sector
Labor Union Altagracia	Unique labor union, predominantly woman, which produces

Apparel	apparel for US universities with social commitment brand
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International organizations are those funding and technical assistance agencies with presence or impact in the DR

International Organizations	
Agency Name	Activity and/or Product
IDB	Potential funding for vocational training/job insertion and direct support for extended school day using the EpC model.
UNHCR	Platform and protocol for documentation of statelessness population; direct linkage with UNHCR activities in Alerta Joven targeted areas.
Quantum Learning	Additional value as top rated educational program within the New York state penitentiary system for young latino inmates; potential replication in the DR
A Ganar program	In addition to Ministry of Sports, potential model for never signed prospects who left school for a baseball career and are now without education and vocational skills.
Cooperación Chilena	Application of self-employment program for at risk youth, unique partnership between governments of the DR, USA, and Chile.
UNFPA	UNited Nations Population Fund to co-finance direct interventions with selected youth groups in high risk barrios

IX. COMUNICATIONS

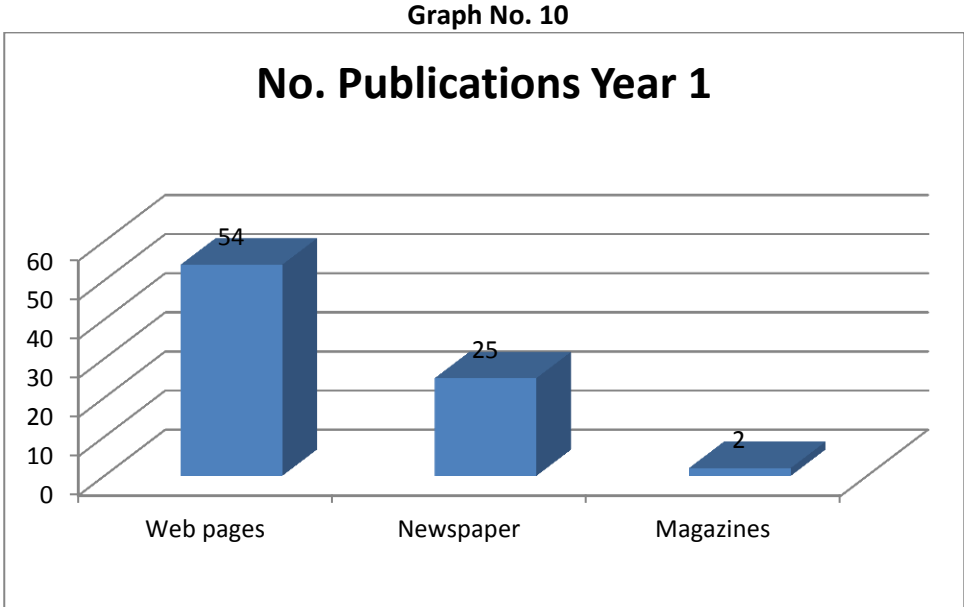
The first step was to develop a branding a marking plan approved by USAID and the second step to design an overall communication strategy for the general public.

During the first year, our public communications strategy was designed in two stages. The first stage was designed to generate public awareness of the project, its objectives, target populations and actions. The second stage was expanded to include the activities and initiatives of the overall project and our partnering organizations along with related work being done in the overall youth sector. Specific communication actions included sending out press releases for the official launching of the project as well as the launch dates of each partnering organization. Supplemental press releases were distributed regarding the objectives of Alerta Joven and related themes. Throughout the first year Alerta Joven staff sought out media interview opportunities to widen the awareness of the project and the work being carried out.

The target media has been both print and online with a greater percentage in the latter given its scale, immediacy and wide distribution. Online public media communication also offers greater accessibility for free publication. A special communication plan was developed for the National Forum on Public Policy (Foro Nacional de Políticas Públicas) which included pre and post coverage of the event.

Annex 13 provides the detail of all publications for Year 1

Graph No. 10 below shows the total publication in the period through different media category.



X. SUCCESS STORIES

- Annex 14 – Success Story 1
- Annex 15 – Success Story 2
- Annex 16 - Success Story 3